

GEORGIA'S STRATEGIC IT PLAN VERSION 1.0

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Georgia@

It's Time



The Georgia Technology Authority (GTA) was established by the Georgia General Assembly to set the direction for the state's use of technology. GTA develops statewide policies and standards, oversees technology purchasing, reviews new technology projects and manages large projects to ensure greater success. GTA began operation in July 2000.

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Pages 26–27: (left) Roosevelt Warm Springs Institute for Rehabilitation (lower-left; center; upper-right) Courtesy, Georgia Department of Archives and History (lower-right) Courtesy of the Atlanta History Center

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The world today is a remarkably different place than it was when we began writing this plan less than one year ago. America has been in a state of alert since the attacks of September 11, with a heightened awareness of homeland security and disaster preparedness as well as possible threats to public health. At the same time, economic recession has left many Americans unemployed or uncertain about their financial futures.

As a nation, we find ourselves approaching life more seriously and soberly, but not without our characteristic optimism. We live in a time of recalibration, examining our priorities and redefining our expectations.

This recalibration has resulted in higher expectations of government. We expect government to provide us with the intelligence and means to make decisions about our well being. We expect government to lead and act with purpose and clear thinking. The responsibilities of government have not changed; September 11 taught us to pay attention to them.



STATE OF GEORGIA

OFFICE OF THE GOVERNOR

ATLANTA 30334-0900

Roy E. Barnes
GOVERNOR

Greetings:

Georgians deserve the best service their government can provide. Access to government services—whether that means obtaining a birth certificate or renewing a driver's license—should be easy and efficient, reliable and secure. This Information Technology Plan lays out the State of Georgia's vision, strategy and plans to ensure world-class services for its residents and for those choosing to visit or do business here.

My administration proposed the creation of the Georgia Technology Authority to lead a collaborative effort of state agencies to utilize technology to make it easier for citizens to do business with their government. In the short time since the General Assembly passed enabling legislation establishing GTA in 2000, the state has made significant progress toward modernizing its infrastructure, enhancing services through technology, while saving money.

The steps taken thus far only lay the foundation for what can happen in Georgia. This plan defines what must be done to move forward, assertively assuring that our state remains a leading location to do business, to live and to work while becoming a leader in new industries and in educating our young people.

I invite you to read this plan and provide feedback about it to the Georgia Technology Authority through its Web site at www.gta.ga.gov. Georgia stands at the threshold of a new day when technology can be a powerful tool in our public life as well as in our homes, businesses and schools. As we arrive at this defining moment in our history, I look forward to your support in making Georgia a leader in the information age.

Sincerely,

A handwritten signature in black ink, reading "Roy E. Barnes". The signature is fluid and cursive, with a long horizontal stroke at the end.

Roy E. Barnes



Roy E. Barnes, Governor

Larry J. Singer, Chief Information Officer, State of Georgia
and Executive Director, Georgia Technology Authority

Greetings:

Two years ago, the inaugural Georgia Technology Authority (GTA) directors were sworn in and a new executive staff began work. The mission given to GTA by the Governor and the legislature was a bold one: using information technology to make state government accessible to its citizens as a single seamless enterprise and to make most government business transactions and information accessible anywhere, anytime.

This has proven to be a great challenge. State government has thousands of separate programs housed in over 100 different agencies. Each program is funded through appropriations that direct funding on a program-by-program basis. Each agency manages its programs following strategies and agendas that are unique to its mission. Despite these organizational and budget hurdles, tremendous progress has been made. Virtually every agency now recognizes the need to act as part of the whole of the state of Georgia for the benefit of our common clients.

Historically, Georgia's agencies have focused on installing and operating their own computer networks and systems, while outsourcing a significant portion of their applications and data-administration work. We have been working with state agencies to turn that approach on its ear. GTA is focused on several major infrastructure initiatives designed to free agency IT staffs from the routine work associated with infrastructure provisioning and management. The focus for state agencies has turned to the application of technology for their own business objectives. Agencies are taking ownership of Web site content, applications and their own data.

This plan describes these initiatives and the significant benefits they will bring to individual agencies, state government as a single enterprise and the residents of Georgia. It also discusses the respective responsibilities and roles state agencies and GTA are assuming to make these initiatives and their benefits a reality.

After reviewing this plan, I believe you will share our excitement about the state's efforts and the dynamic future ahead.

Sincerely,

Larry J. Singer

The Governor's Vision and Intent

Gov. Roy E. Barnes envisions making state government function like a successful business, with an external focus on its customers (citizens) instead of an internal focus on rules and procedures.

The challenge he has set is not so much to shrink or expand government as it is to radically modernize it. He is committed to using information technology to create new commercial opportunities throughout the state, connect citizens and businesses with government services, and provide educators, law enforcement and other state workers with the tools they need to do their jobs effectively and efficiently.

A 2002 study by the Pew Internet and American Life Project noted that 58 percent of American Internet users, 68 million adults, have used government agency Web sites, an increase of 28 million from 2000. Further, 60 percent of government Web site users said the sites improved their interactions with at least one level of government. The study noted that more Americans have visited government Web sites than have sought financial information online, made travel reservations, sent instant messages, or looked for sports scores online.

This trend extends to Georgia, where leaders of government and business and the people they serve recognize that the time is now to open new avenues for communicating with government.



Throughout this document, you will hear from Georgians who offer innovative ideas about how we as a state can use technology to make information and services more accessible and responsive to people's needs.

"This bold vision of E-the-People electronic government—of the people, by the people, and for the people—is revolutionary in its potential impact on the strength and vitality of our government and democracy."

—The Council for Excellence in Government

Tim Burgess is commissioner of the Department of Motor Vehicle Safety. DMVS now



handles the licensing function formerly managed by the Georgia State Patrol. It's a new agency with the mandate of better serving the drivers of Georgia. Mr. Burgess has been concerned with how the state should restructure DMVS processes,

taking the potential for technological improvements and tying them into a new process of performing the department's functions, focusing ultimately on end results.

"What is it from your customer's standpoint that would make them most happy and satisfied with your interaction with them?" he asks. "We are trying to get our employees to go around the counter and think about what it is that will make the customer more satisfied with the way their government is doing things for them."

"With those objectives in mind, we are rethinking our existing processes and priorities. We will constantly assess, as one of the changes and improvements we can make, how we can infuse the capability of technology. Technology is simply a tool, one of the many tools available to us to better achieve that defined end—customer satisfaction."

Walter Scott, of Smyrna, was interviewed while waiting in line to renew his driver's license at the Department of Motor Vehicle Safety office at Kroger on Roswell Road in Marietta. After spending half an hour in line, he was asked if he would prefer to renew his license online. Mr. Scott was enthusiastic.

"In a New York minute! They should have come up with that a long time ago. Renewing license tags that way would be helpful, too."

Tiffany Gibson, of Marietta, also in line, agreed.

"Yes! Most certainly I'd use it! It would be more convenient, and I'd use it for my car tags, too!"

Secretary of State Cathy Cox didn't have to be told the office needed a heavy infusion of technology. "I was a practicing lawyer, and I had a great deal of knowledge about how this office actually worked and served—or didn't serve—the customers," says Ms. Cox.



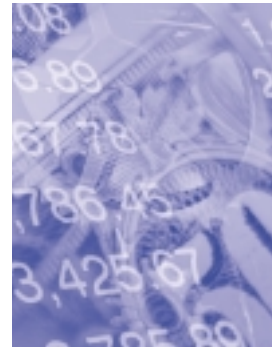
Today, the entire process for forming a corporation is available on the Internet, as are many licensing functions and records of campaign contributions. Ms. Cox is a strong advocate for using IT to make sure government services are citizen-centered, and her office's Web site has won national awards.

"The use of IT has completely revolutionized the way we provide services," Ms. Cox says. "This is not your grandmother's government office. It is a new day in government, a new day for the delivery of government services, and IT provides us the pathway."

"When dealing with government, most people are doing things that are mandatory and not for enjoyment. So, you want to make it a pleasant experience that takes a minimum amount of time. Give the service quickly with the confirmation they need in the most cost-effective manner possible."

"The generations who are now moving into the mainstream of the business community completely expect government to keep up with the business community. We've got to meet the expectations of the public, and we cannot do that without going head first into the major use of technology in everything we do in government."

According to the director of our nation's Federal Reserve System, innovations using technology have accounted for at least half of the last decade's productivity growth in the private sector. There are countless ways for the public sector, enabled by GTA, to leverage the power of new technologies in the service of Georgians. Some of Georgia's state agencies already have received national recognition for efforts to utilize the Internet to improve constituents' access, in line with Gov. Barnes' vision of responsive government.



- The Office of the Secretary of State enables Georgians in a variety of professions to obtain or renew professional licenses online.
- Georgia continues to be among the nation's leaders in the number of people filing state income tax returns electronically, with 1.5 million Georgians filing online in 2002. The number has increased by at least 200,000 people every year since online filing became available in 1997.
- Gov. Barnes has been a strong supporter of Georgia's PeachCare for Kids, the nation's first children's health insurance program to offer an online application, enabling families to enroll their children in only minutes.

To realize this promise of improved services, improved productivity, greater business opportunity, and improved education performance, state government must modernize its telecommunications and computing infrastructure. It must take advantage of new technologies to give citizens more choice and flexibility when accessing government services. Government must be a secure and trusted provider of services, using technology to inspire confidence and not concern.

Throughout this document, you will hear from Georgians who offer innovative ideas about how we as a state can use technology to make information and services more accessible and responsive to people's needs.

GTA's Leadership Role: Enabling the Vision

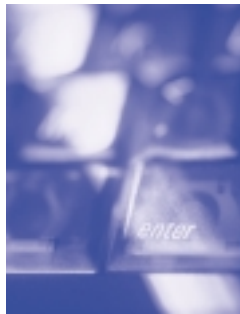
Technology is essential for building the responsive government Gov. Barnes envisions. Education, economic vitality and security all rely on the effective deployment of technology.

In 2000, the Governor and the Georgia General Assembly created GTA to direct the use of technology toward making government more accessible and accountable. GTA's charge is to lead a collaborative effort of state agencies to accomplish real and innovative changes that make life better for all Georgians through technology.

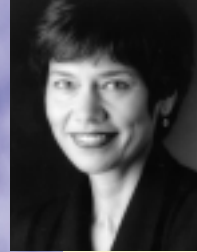
The work GTA was created to do has taken on greater meaning since the attacks of September 11. Individual agencies are not equipped to marshal all the resources necessary to respond to critical issues, such as maintaining essential services in an emergency, protecting state databases from unauthorized access and making decisions about technology investments. The state, through GTA, bears that responsibility.

An important aspect of GTA's leadership role is working with state agencies to develop strategic plans and facilitate sharing of technology and information. GTA also is responsible for developing a statewide technology plan and policies; setting standards that promote interoperability, including security; operating the state's data center and overseeing the state's telecommunications network. GTA's consolidated purchasing power allows the state to obtain greater value for its technology expenditures.

GTA has a unique opportunity to establish, engage in and demonstrate new ideas in technology. Innovative uses of technology can build a bridge connecting Georgians and their government.



Kathleen E. Toomey, M.D., M.P.H., director of public health in the Georgia Department of Human Resources, relies on data to carry out the core mission of her agency—preventing disease and promoting health. Epidemiology, the bedrock of public health, analyzes data to learn about the spread of disease and how to protect vulnerable populations. Dr. Toomey says that the way public health protects populations against infectious disease is also our first defense against bioterrorism.



"Information technology should play a critical role in health assessment and outbreak detection, as well as in coordinating responses to bioterrorism threats such as anthrax. We must communicate effectively and rapidly with all health providers in the community—hospitals, physicians, laboratories and public health departments, and also with public safety and emergency management agencies—to alert the public and to mobilize needed resources. The need for reliable information systems and connectivity has never been greater."

Carmen Nance is a quality assurance case manager with the Cobb County Department of Family and Children Services. Ms. Nance is well aware of the benefits technology can offer those who work directly in the field with clients. Her department uses computers to compile records, research services provided to clients and communicate via e-mail. Ms. Nance says there's room for improvement.



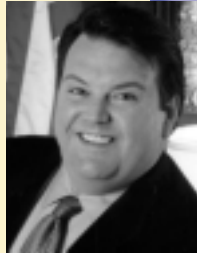
"I haven't had enough computer training to ease my fears about computers, but I think the technology is both powerful and user friendly," she says.

What additional technologies would she like to see?

"Laptops to take into the field to access information," Ms. Nance says, "along with improved databases that track clients who move from county to county and state to state, digital cameras to photograph injuries and possible abuse, to name a few."

She believes a state government portal "should provide 'one-stop shopping' to make it less time consuming for clients to access services."

Lieutenant Governor Mark Taylor, who also serves as chairman of the Georgia Rural Development Council, knows first-hand the importance of access to information technology. Lt. Gov. Taylor is greatly aware that information technology is a crucial element in the success of all types of businesses and government organizations.



"We must continue to promote access to technology, in both urban and rural areas of Georgia. If we as a state continue to educate our citizens and state employees—thereby enabling them to become increasingly comfortable with the latest developments in technology—we should see strong results in student achievement, industry expansion, and increased and enhanced job opportunities for all Georgians."

State agencies must view their work today from two distinct perspectives. They must focus upon what they do best, be that law enforcement, education or public health. But they must also be able to work together for the good of the entire state—ensuring public safety, removing barriers to services and using tax dollars wisely.

Technology can help forge a more integrated, seamless government. The Georgia Digital Academy, an innovative learning program sponsored by GTA, brings state agencies together to develop technical solutions to common problems and share lessons learned. Participants help identify best practices and set standards for hardware,



software and systems architecture to be used throughout state government.

Greater interoperability in government will benefit the citizens and businesses of Georgia. They will finally

have direct access to state agencies without leaving their homes and offices—and they will also be able to rely on the individual agencies interacting electronically to solve problems and provide desired services. Technology can make it possible for citizens to access government in a way that makes sense to them. It can enable Georgians to organize government around their individual needs without knowing what agencies are responsible for specific services and programs.

By leading a collaborative effort to establish Georgia's IT policies and standards, GTA will help agencies accomplish their missions, provide easier citizen access to information and services, and fulfill Gov. Barnes' vision of responsive government.

Building the Foundation for Citizen-Centered Government

Georgia's progress in the past 50 years has been the result of challenging times and visionary leadership. Several of the defining moments in Georgia's history are highlighted in Chapter 6. One secret to the state's success has been a remarkable capacity to continuously adapt to technological, demographic, social and cultural transformations.

Today the advent of powerful new information technologies has created a circumstance in which state government, utilizing the expertise of GTA, can take the lead in giving citizens more choices and making Georgia more prosperous, our children better educated.

"E-Government: The Next American Revolution," a report by the Council for Excellence in Government, recently noted: "We believe that this is one of those exciting moments in history when leaders are challenged to act, with imagination and determination, to achieve the quantum leaps that electronic government makes possible."

The Rise of Customer Focus

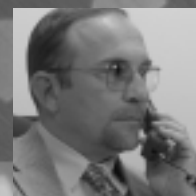
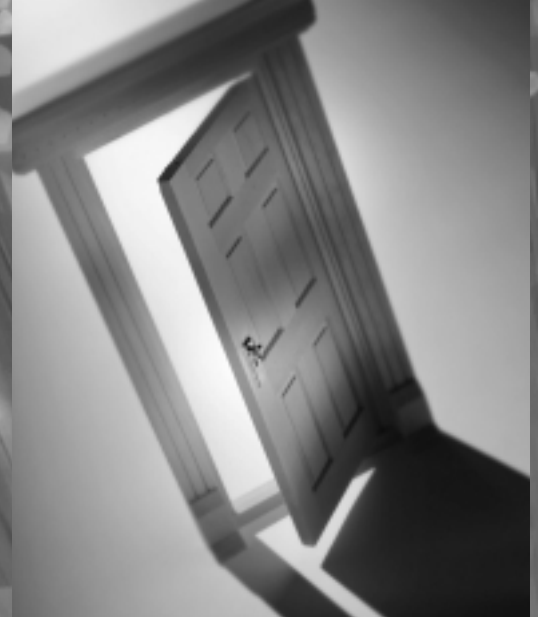
It is no surprise that Georgians are demanding greater accessibility and service for their tax dollars. Much the same thing has happened in the private sector over the past decade. Technology has begun to play a greater role as businesses focus more on the needs of the customer, rather than on the needs of the business itself. Fierce competition among businesses has led to even greater emphasis on the customer. Thus when Gov. Barnes emphasizes running the state of Georgia like a successful business, he is describing a business that is focused on its customers.

An Expectation of Online Convenience

An increasing number of Georgians are discovering the convenience of using the Internet for business and personal transactions. Because of this trend, state government, too, finds itself under increasing pressure to provide convenient, immediate and secure interactive information, services and business processes.

The private sector has already experienced and begun to meet stringent customer expectations for convenience, speed and security online. The state, too, must meet and exceed these expectations when dealing with its constituents.

Georgia's Strategic IT Initiatives





These expectations surpass yesterday's agency service-delivery models that required people seeking help to go to government offices. The state portal will provide a universal point of online access for constituents to their state government. It opens the door to multiple ways for people to transact business with government—online, by phone with interactive voice response, or mail.

Georgia Secretary of State Cathy Cox is already making citizen focus a reality. "It is a new day in government and a new day for the delivery of government services, and IT provides us this pathway," she said.

A New Infrastructure to Meet the Challenge

A modern telecommunications infrastructure is necessary to enable citizens to connect with their government and take full advantage of the portal. The Converged Communications Outsourcing Project (CCOP) will outsource and upgrade state government's telecommunications and information technology services. The state will be able to meet current and future needs, allowing Georgians to interact with their government in ways that keep pace with advancing technology.

In addition, a modern infrastructure will create new business opportunities in rural, coastal and mountain areas of the state. Opportunities for citizens to receive medical treatment and take college courses from home. Opportunities for law enforcement to do their job more safely and effectively. Opportunities for state agencies to interact electronically with one another and keep our personal information secure.

IT Reliability

Information technology is only as useful as it is reliable. The state's data center, built more than three decades ago, is outdated and falls far short of optimum productivity. Georgia must modernize its data center capabilities to ensure dependability and position the state to take advantage of advanced technologies. With IT as reliable as a utility, agencies will be able to focus on applying the technology to their business. They will be able to manage the information itself and not merely the processing of it.

Privacy and Security

State government is entrusted with a wealth of vital information about individuals, such as birth records, marriage records, financial information taken from tax filings and license applications, educational and health records, and criminal and court records. As they work to make sure state government is accessible and open, GTA and state agencies also recognize their responsibility to protect individual privacy. The state must adopt privacy policies and security standards for government to be a trusted custodian of citizens' private information. The state must also ensure the overall security of its computer system, relying not only on the latest firewall technology, but also on a workforce well trained in security procedures.

Citizens, government and business are ready for Georgia to embrace the technological revolution made possible by the new tools of this information age. Availability of technology and access to information and services can transform the way Georgians interact with government.

New tools and enhanced access are made available to Georgians through the four initiatives we now describe in detail. In achieving Gov. Barnes' vision of citizen-centered government, they are all equally important, each dependent on the others.



INITIATIVE 1

No Wrong Door: The State Government Portal

The vision: a citizen-centered Georgia government that runs like a successful business—easy to use, both from the inside and the outside. Citizens' needs are at the center of our plans to create a new, electronic door into state government. The portal is not merely a Web site, but a universal point of access to government information and services. The portal also includes the office of an agency, a call center, an information kiosk or any other place or means people use to access services and information. All these access points should provide consistent, comprehensive and consolidated information.

Traditionally, government has not been organized for ease of access to programs and services. Instead, government programs are organized around funding streams to establish accountability for their expenditures. Historically, efforts to reorganize government agencies have been costly and bureaucratic, rarely resulting in improved customer service. The technologies that are used to power the World Wide Web can be called upon to create new "virtual organizations" which, from the perspective of the user, seamlessly bring together different government agencies to meet citizens' needs.

While businesses may be able to afford to spend hundreds of millions of dollars in re-engineering their processes, government does not have that option. Through the technologies we describe in this section, we can integrate our services so that, from the customer's perspective, they are organized around the individual needs of the citizen.

Ken Buford is reservations director for Georgia's state parks. The Department of Natural Resources has operated a reservations center since August 1995. Prior to that, customers who wanted to make camping reservations had to call each park individually to check on availability. The centralized reservations center allows reservation associates to take reservations and, if the desired site is not available, suggest alternative sites. Although an online reservations system is not currently in the works, Mr. Buford says it would be a welcome and natural progression.

"We receive the question all the time from phone callers: 'Can I do this over the Internet?' They would like to make reservations online because it would be more convenient," Mr. Buford says.

"The reservations center receives about 2000 calls a day for lodge, cabin, golf packages, group and picnic shelters and campground reservations. Although cabins book well in advance, by its nature camping is usually something you don't plan months in advance. So, it can be frustrating for campers who want to make a campsite reservation the same day they are driving to Georgia from out of state."

Gary B. Redding is commissioner of the Georgia Department of Community Health.

The agency is responsible for insuring more than two million Georgians and planning for coverage of uninsured Georgians, currently an estimated 1.3 million. DCH must ensure that quality health care services are provided to teachers, state employees, their dependents and retirees; children of working families eligible for PeachCare for Kids; and the aged, low-income, blind and disabled on Medicaid.



"The Department of Community Health is ultimately concerned with access to health care. We are successfully using the Internet to help children get coverage through PeachCare for Kids and older adults get nursing home care. We're also implementing a new information system that uses advanced technology to help speed reimbursement to doctors, hospitals and other providers for their services to our health plan members."

Stephen Smith is principal of Towns County Middle School in Hiawassee. Four years ago, his school began working with NetSchools, a company specializing in Web-based curriculum. Educational grants have made it possible to provide laptop computers and training to every student and teacher. Towns County Middle School has been recognized both nationally and internationally for bringing computers into the classroom, but Mr. Smith cites the importance of providing funding to maintain and expand the program once the commitment to technology is made.



"Every middle school in America should have technology for their students, and there should be follow up in high school," says Mr. Smith. "Our students are way ahead. They communicate and work on projects with other students, locally and abroad. Our students now expect the best, but as it becomes more difficult to maintain equipment, or to add machines as enrollment increases, due to lack of funds, the students become frustrated and disillusioned."

The first stage of this effort will be to create a technical architecture that will allow agencies to continue their normal business operations while connecting their information systems to easily exchange information and create shared services. This new capability will allow citizens to interact with government as a single enterprise. For example, citizens will be able to change their address once and have all agencies of state government, and perhaps local government, informed of the change.

The second stage will be to create a portal, a new door to government. In the future, individuals may be able to customize their view of the portal so they can decide how to communicate (by Internet, by phone, by mail, etc.), when to communicate (regardless of time of day or day of week) and how to set their own priorities when dealing with their government. Citizens may be able to set up the portal to remind them well in advance of due dates for taxes, to alert them automatically by pager or email of traffic congestion on their commute routes or to inform them when the Department of Labor has a job posting in their career field. Through the portal, Georgians will be able to define their own relationship with government.

In September 2001, GTA asked vendors to bid on establishing a portal. In December 2001, GTA selected Sun Microsystems, Inc. to design an enterprise portal that uses a Web Services architecture to virtually integrate information from different computer systems in Georgia state government. It will use industry standards such as XML (EXtensible Markup Language) and SOAP (Simple Object Access Protocol) to provide seamless interoperability that goes beyond achieving a common look for state Web sites to actually organizing transactions around the intentions of citizens and businesses.

Turning Government Outside-In

The electronic architecture of this portal will enable Georgia to integrate the state's data and provide government information and services in a secure and personalized way to those who use it. It will make the experience of interacting with state government much more innovative and effective.

Georgia constituents using the portal will not have to know how the technology works. They will not have to know how the government works. All they will have to know is what information they want. And they will be able to access it anytime.

If a constituent wants information about registering an automobile, for example, she no longer will have to wait in line in a specific office that is only open between 8 and 5. She will have the option of going online, anytime, at her convenience.

The portal represents a significant change for government. Up to now, government services have been defined by technical and operational limitations, rather than the needs of the person using the service. With the portal, you might say we are turning government "outside-in."

Privacy

Privacy and security are important to a large number of people who use the Internet to access government information and services. Sixty-five percent of respondents to a November 2001 survey conducted by the Pew Research Center said they were very concerned about identity theft and 64 percent said they were extremely concerned about hackers breaking into government computers. Georgia's portal will protect online transactions through a two-step process of granting or denying access to the network. The first stage is authentication, which ensures a user is who he or she claims to be, and the second stage is authorization, which allows the user to access certain information based on his or her identity. In addition, the portal will give constituents greater control of the information state government has about them since they will be able to check and maintain its accuracy.

Efficiency

The portal also will enable the state to leverage its buying power. Currently, several state agencies provide services over the Internet for which they allow fees to be paid by credit card. However, each agency has made its own arrangements for processing credit card transactions, which means that the state pays for a duplicate capability several times over. With the portal, the state can procure one component for financial transactions for all agencies. This will save not only the cost of multiple financial transaction components, but also duplicate maintenance and enhancement costs.

A parallel benefit of portal access to state government is that it allows state employees to focus on what they do best. If we allow the constituent to enter all agencies through one point of access, the agencies do not have to worry about providing that electronic access themselves. They can concentrate on their own area of expertise—health care, human services or police work—rather than on the technology needed to deliver their services to their constituents.

This is described more fully in our third initiative, IT as a Reliable Utility, but here is an example of how it works: The portal will allow teachers to provide courses far from their own schools. A Latin teacher in Cobb County, which has the financial resources to offer a variety of languages, can offer his class over the state portal to students where Latin is not available. The teacher does not have to understand the technology that will deliver the service; he is free to concentrate on sharing his knowledge with more students.

On the Road to Online Convenience

If you ask Georgia residents to name a government service they'd like available online, you are likely to hear drivers' license renewal more than once. You also are likely to hear stories of historically long lines and wasted hours at a Department of Motor Vehicle Safety (DMVS) office.

Envisioning the Future: Taking Charge of Business

What might Georgia be like when the state government portal and world-class infrastructure are in place? Look a few years down the road and see how citizens can use both to take greater control of their own lives.

Ramon Garcia and his son Miguel are excited about going into business together to open two restaurant franchises in the Dalton area. While the franchisers provide site location, training and other support, it falls to Ramon and Miguel to learn about important local and state issues like taxes, utilities, shipping, waste disposal regulations, even the average GPA of local high school grads they will need to hire.

Instead of making the rounds of the state and local agencies, they can do one-stop shopping using the Georgia state portal. They can list their individual needs and be directed to the information they are seeking. For example, after Ramon obtains Whitfield County employment and tax information, he can also check on regulations about disposal of business waste. He can do everything from applying for his business license to filing his quarterly business taxes online. He can even pay the tax bill through electronic funds transfer.

Using the portal, Ramon and Miguel get the information they need while at the building site, using a palm-sized computer. They are in charge of their business from day one, without hours of phone calls and waiting in offices.



Who Will Use the Portal?

The state government portal will be a useful tool for a wide array of constituents:

- *Citizens dealing with state government*
- *Businesses dealing with state government*
- *Businesses operating in Georgia*
- *Other governments dealing with Georgia state government*
- *State agencies exchanging information*
- *People outside of Georgia dealing with our state government*

As the first project for the state portal, the Georgia drivers' portal will allow people to renew a driver's license online or by phone or mail. In addition to license renewal, the Georgia drivers' portal will allow people to take written tests, renew auto tags, renew certification for truck drivers, and obtain safety instruction and training online. While the portal will not put everything online (eye tests and road tests, for example), it will allow people to carry out most of their transactions without having to go to a DMVS office. The Georgia drivers' portal is expected to begin by summer 2002.

A Critical Link to Health and Human Services

In another pilot project, GTA is partnering with the Georgia Department of Human Resources to build a health and human services portal for Georgia residents. The project's premise is helping people find services and information according to their needs without knowing about state and local agencies and the services they provide.

The first phase of the health and human services portal, scheduled to launch in 2002, will be a pilot project for resolving the many issues—technical and otherwise—involved in merging services and information from various agencies and jurisdictions into a seamless Georgia state portal. The health and human services portal is expected to be a valuable tool for families at risk, providing them with the shortest, most direct path possible to the services they need. It is a prime example of Gov. Barnes' vision of responsive partnerships in government.

The state's goal is to put families in touch with solutions to their problems, not just give them access to an agency's directory of programs or services. The portal will integrate data from key programs such as child support, food stamps, child care, child abuse, foster care and adoption. For example, parents will be able to phone or go online to check the status of child support payments. Information available through the portal also will make it easier for people to participate as foster and adoptive parents, community partners and professional service providers.

A common intake process will be developed, allowing people to easily find out what services they may be eligible for. Families will be able to provide basic information just once and request that the information be shared with other pertinent programs in state government. Using the portal, families can give feedback on services they receive and other needs they have.

The portal is a new, additional way to access government. But it is not the only way. For those who still choose to communicate with state agencies by mail, phone or in person, those options will remain available, in most cases. The portal expands the potential to offer online services for the increasing number of citizens who demand them.



INITIATIVE 2

A World-Class Telecommunications Infrastructure

Georgia's telecommunications infrastructure has become outmoded and impractical at precisely the time we need it most. As state government is realizing the potential of the Internet and other technologies to improve service and increase productivity, we are recognizing, too, that our state's telecommunications infrastructure is not up to that challenge.

Historically, when state government agencies needed to improve their infrastructure, they called upon taxpayers to finance those improvements through large capital investments. Because those investments were often confined to individual agencies, their value was limited.

Through the Converged Communications Outsourcing Project (CCOP), Georgia state government is converting from an expensive, closed and static telecommunications infrastructure—one that is doomed to always be behind in technical capacity—to a modern, commercial infrastructure built and maintained by the private sector. The project will outsource and upgrade state government's telecommunications and information technology services, including local, long distance and wireless phone service, high-speed data access, video and two-way radio. State government will become a user of the infrastructure, not an owner. This innovative approach will provide new capabilities, and, at the same time, improve government service and productivity without increasing current annual expenditures. We get more capability without more cost. That is the epitome of improved productivity.

We are seeking nothing less than to transform the state's telecommunications infrastructure to offer any citizen, business or government entity access to the most modern technological capabilities anywhere in the world. We intend to provide state and local government agencies, including schools, libraries and city or county offices, the modern information and communications networks they need to improve their efficiency and effectiveness in meeting their public missions.

T. Jerry Jackson has served as commissioner of the Georgia Department of Revenue since 1996 and was deputy commissioner for 16 years.



Commissioner Jackson is a frequent speaker and author on state and local tax matters and an innovator in the area of electronic filing.

"Georgia is a rapidly growing state. In fact, it is now among the 10 largest states. We get anywhere

from 100,000 to 150,000 more income tax returns each year than the year before," says Commissioner Jackson. "Georgia is actually leading the country with its electronic filing program, which is a joint effort with the Internal Revenue Service. My goal is to have more filings electronically than manually. One of our other goals is to be accessible and resourceful when there is a problem or issue.

"You have to use technology if you're going to provide government services to a state of 8.2 million people. The question is: What is the service level the public requires?"

"It's reasonable to expect online services, although there is legitimate concern about the expense and implementation of technology. But in my experience, it's the only way to do business in this state, in this environment, in this day and age."

Shannon Costello completed a certificate in small business management entirely online through Moultrie Technical College and the Georgia Virtual Technical College, the clearinghouse for all Web-based instruction for colleges affiliated with the Georgia Department of Technical and Adult Education. Over 7,000 Georgians enrolled in online courses for the 2001 fall quarter. Ms. Costello might be called an ideal candidate for distance learning. She works 50 hours a week, is married and has an 11-year-old son.

"I chose to attend an online college because it works well with my hectic schedule. This type of flexibility is great for me. I can learn on my lunch hour or out on the soccer field," Ms. Costello says. "I've taken college classes in the traditional setting, but I like the one-on-one attention you get with online classes. I can move quickly through the portions I understand and focus more on the portions needing extra attention."

Making distance learning available all across Georgia is a great idea, Ms. Costello says. "People would be able to get ahead. The value of an education is underestimated by so many individuals. My education, coupled with my experience, has opened so many doors. So many people could benefit the way I have."

Barb Zoodsma is a wildlife biologist with the Georgia Wildlife Resources Division of the Georgia Department of Natural Resources in Brunswick. She and her colleagues conduct aerial surveys of North Atlantic right whales and leatherback sea turtles.



"Right whales are a highly endangered species," she says. "They have also been designated as Georgia's state marine animal. The only known calving area in the world for the North Atlantic right whale is off the coast of Georgia and Northern Florida."

"We help to protect the whales by finding out how many calves are being born. We put those figures into population models and come up with plans to protect the whales from extinction. Georgia is part of a cooperative program to provide this data nationally."

"It is imperative that the data we collect are accurate and processed in a timely manner. Technology has helped to make this happen. It has given us unbelievable capacity, and the data are much more meaningful. The only limitation now is our own creativity."

These same networks can be used by students throughout Georgia to connect to educational resources outside their communities, giving K-12 teachers new tools to educate their students and the opportunity to tap into digitized content to create a world-class knowledge-based workforce.

A top-notch telecommunications infrastructure is also good for business. Just as rural electrification and air conditioning once brought business and industry to rural areas, telecommunications services will allow entrepreneurs and new businesses to locate anywhere in Georgia. And increased business opportunities mean well-educated young people will not have to leave home to find desirable jobs. All in all, CCOP will improve quality of life for Georgians while putting the state on the road to national leadership in education and economic vitality.

GTA issued the Request for Proposals (RFP) for this project in October 2001. Leading technology firms have been pre-qualified to win the opportunity to become partners with state government. The contract is expected to be awarded by the end of 2002, with implementation to begin in summer 2003.

Revolutionary Potential

This project comes at a time of transformation in the conventional understanding about what constitutes telecommunications. Communication networks carry not only voice communication but also still and moving images. Revolutionary technology allows for the development of a super infrastructure for all modes of information exchange—one capable of transporting voice, data and video signals, enhancing prospects for new ways to work and communicate.



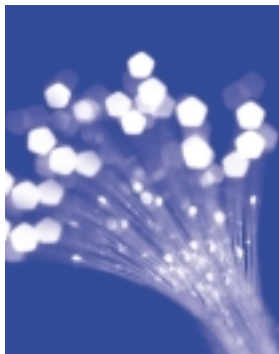
CCOP is the largest procurement in the history of Georgia state government. CCOP's most distinguishing characteristic is its potential for revolutionizing the relationship between citizens and their government, building the relationship on efficient service delivery and not technical limitations.

Through CCOP, the state will encourage private sector investment in a modern telecommunications network that will serve the entire state of Georgia. Legislators will be spared the need to confront unplanned and unpredictable capital investments required to maintain a state-of-the-art infrastructure. The CCOP vendor will fund continuous technology improvements from operating revenues it collects from meeting government processing requirements.

Access Anywhere Sparks Economic Development

Every public entity should have equivalent technical capabilities at an equivalent price, regardless of their location, to assure educational opportunities and superior service to citizens everywhere in Georgia.

A modern telecommunications infrastructure is as important to rural Georgians today as electrification was after World War II. Electrification was a boon not only to farmers, but to businesses interested in locating in rural Georgia. Similarly, high-speed access has the potential to encourage economic development in rural Georgia since companies relocating to the state will be able to do so outside of a metropolitan area. At the same time, people whose offices are in congested cities will have the flexibility to telework from anywhere in the state, helping to alleviate traffic and environmental concerns.

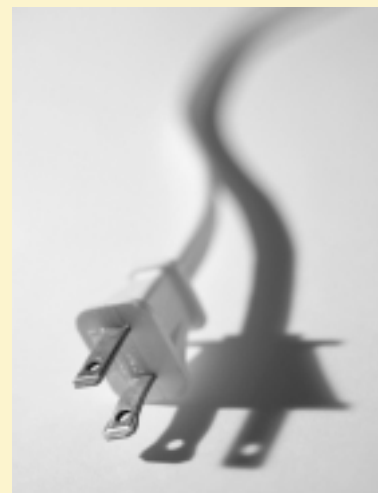


A modern infrastructure also holds the potential to unlock the diverse human capital of the state by providing access to the finest technology to enhance education, improve government service, and attract financing. Expanded career opportunities will be available to talented Georgians wherever they live.

A significant benefit of upgrading the state's telecom infrastructure is that communities across the state will gain access to upgraded services in the process. Like air conditioning after World War II, this technology infrastructure can make industry "comfortable" in the rural South.

Exciting Possibilities in Education and Medicine

In addition to providing 24-hour access to traditional government information and services, this integrated system will have many other uses. New services like distance learning and distance medicine will become more usable with broadband. Today's teleconferencing uses 20-year-old technology to deliver an unreliable, herky-jerky image that detracts from the sense of intimacy so essential to good communication. Broadband will enable us to feel much more connected to the person on the other end, when we can see and hear him clearly.



How is a telecommunications network like a community electric system?

A utility's delivery of electric power provides a fitting analogy to delivering telecommunications services. Imagine that you live in rural Georgia and your community has invested in an electrical power system. You will pay little or nothing to hook your house to the system if it is on a street that has power lines running down it. The power company has every incentive to "hook you up." They have already invested in the main line. But if you do not live on such a developed street, you become financially responsible for installing the lines between your house and the generator miles away. The local business, farmer or homeowner absorbs the construction costs for connectivity. Telecommunications works the same way. If you live close enough to a DSL switch, you can get monthly service for a fee, usually with no installation cost. But if you live outside that range, DSL service may not even be available. To have other

types of high-speed bandwidth service, you have to pay for the network build-out, just like your own electric lines. In remote areas where telecommunications giants do not see sufficient opportunity to get rapid return on their investment, local communities, schools and offices will bear the full cost of construction and deployment of a high bandwidth communications infrastructure.

In our electric example, the cost is in laying the pipeline. Similarly, with broadband network access, infrastructure built to meet shared needs will require the CCOP vendor to bring a "main line" down "Main Street." People in communities all over the state will be able to link to it, just as they do with water, electricity, gas, cable TV and other utilities.

Elements of the CCOP Procurement:

- Local and long distance phone service
- Local area networks, desktop and portable computing devices
- Two-way video transmission
- Point-to-point video signal "narrowcasts"
- High-speed data transmissions, including Internet access
- Mobile short messaging, including alphanumeric paging
- Distribution of television and radio broadcasts
- Two-way interoperable radio service
- Mobile data communications, including wireless PC communications

Every public entity should have equivalent technical capabilities at an equivalent price, regardless of their location, to assure educational opportunities and superior service to citizens everywhere in Georgia.

Exciting prospects abound in medicine and education. With a superior telecom infrastructure available statewide, people with chronic medical conditions can be monitored right in their homes, by nurses at the hospital. Rural Georgians with heart conditions or cancer will no longer have to leave their homes to move closer to medical facilities. Online interaction with top professors and gifted students could be available to all Georgians through true video and voice exchange with some of the finest institutions in the world.



Conditions Are Favorable

There could be no better time for a visionary state leadership to embrace the concept of a converged technology infrastructure. The technologies are available at a time when market conditions make it financially attractive to develop the advanced telecom network state government needs. Interest rates are at historically low levels, and increased competition among telecom services means more services are available at affordable rates than ever before. CCOP's innovative pricing model calls for charging a flat rate for users according to the services they need to do their jobs.

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INITIATIVE 3

IT as a Reliable Utility

Computing has come a long way over the past 20 years. Computers that once filled large rooms had less processing power than those that now fit into a small briefcase. It used to be that computing was not very reliable. It was buggy, unpredictable and only available to a small number of managers and workers to perform limited tasks. Today it is possible to create a "computing utility" that is as reliable as the light switch on the wall. A modern computing utility frees users from worrying about how their computing is done, whether their software programs will run or their network will be available.

State government should have this capability but does not. If state agencies were able to take for granted the computing resources they need, they could commit all their energies to delivering exemplary services, such as public safety, emergency response and assistance to families. They would know that the computing resources they depend on would always be there at a fair and reasonable cost.

State agencies currently spend millions of dollars managing their distributed servers and interfacing with the state data center. The data center handles many centralized computing tasks, such as payroll processing, and some of the most resource-intensive agency applications, such as tracking child support payments, determining eligibility for various health and human services benefits and issuing drivers licenses. But our outdated center is not a model of efficiency; in fact, productivity is a fraction of what a corporation would expect.

Ensuring that a reliable and professionally managed computing infrastructure is available and performs like a utility will free each state agency to focus on its core functions. It should be no more necessary for an agency to have its own computing capabilities or servers in-house than it is for agencies to have their own power generators or water works on the premises.

Providing agencies with the reliability they need requires an intensive effort to upgrade the data center, improve its efficiency and reliability and consolidate the more than 3000 servers operated by state agencies into a professionally managed environment. Modernizing and consolidating the state's computing environment supports the goal of creating a citizen-centered state government that constituents can access through any door they choose.

Rita Reed is human resources manager for Coldwell Banker Buckhead Brokers in Sandy Springs. It's common for real estate agents to transfer from one firm to another, and Ms. Reed manually processes about 100 transfer applications each month. A transfer takes 10 to 14 days to complete. The Real Estate Commission is hoping to implement a system to complete these tasks online.



"If I could do all of this online and complete the process right then, I can't even explain how great and easy that would be," she says. "Online transferring of brokers with the Real Estate Commission would free up 50 percent of my time."

Like Rita Reed, Tom Jackson's job frequently involves dealing with state government.

Mr. Jackson is manager of DOT (Department of Transportation) Joint Use for the Georgia Power Co. While e-commerce is a common way for Georgia Power to deal with private-sector companies, it's not yet an option with state government. Jackson thinks it's time for that to change.

"Anyone placing facilities on state rights-of-way requires a permit from the Georgia Department of Transportation," Mr. Jackson explains. "The permit gives companies written permission to do work and ensures they don't hurt existing facilities or interfere with future plans."

"Presently they have to fill out a five-page form," he continues. "It's a very manual process. You type the form, attach a sketch and mail it to DOT. It takes four to eight weeks to get a permit, and Georgia Power completes about 1,000 requests per year.

"Making this process available online would save staff time at Georgia Power, and DOT would not have to enter the data in the same way they do now," says Mr. Jackson. "It would help Georgia Power serve their customers better by getting the DOT permits more quickly."

Dr. Martin C. Michaels is a pediatrician in private practice in Dalton, Georgia. He also chairs the Georgia Better Health Care Advisory Committee. The committee is responsible for numerous improvements in electronic processing of Medicaid applications and implementation of PeachCare for Kids. The result has been a significant reduction in the number of uninsured children in Georgia and improved access to preventive and sick care.



"The PeachCare program has been a model for the country in terms of enrolling eligible children. Online enrollment has resulted in the ability of physicians' offices to assist families in submitting their applications during an office visit. This cuts down on the confusion and red tape experienced by families.

"Electronic submission of claims and electronic payment by the Medicaid and PeachCare programs have resulted in very prompt reimbursement for providers. It has greatly reduced the number of claims that became lost in the shuffle.

"Finally, online access to information about the Medicaid and PeachCare programs has made it easier to find information on drug formularies, policies and procedures, and provider enrollment."

Sergeant First Class Terry Rehberg is commander of Post 24 of the Georgia State Patrol in Newnan. Noting that the patrol has moved slowly but steadily into the computer age, SFC Rehberg nonetheless stresses the importance of providing troopers with a new communications system. Their current VHF radio system has remained largely unchanged since the 1960s. The September 11 attacks in New York City and Washington, D.C., he says, underscore the importance of a coordinated interagency communication system.



"Troopers are desperate for the security of a dependable communications system, which can provide the additional benefits of privacy and data transmission capabilities. Our ability to respond to the public safety needs of citizens relies directly on our ability to communicate, not only among our own employees, but also with other public safety agencies. Now is the time that we must move forward to establish the communications infrastructure to prepare us to face the challenges of the 21st century."

This effort will yield an IT infrastructure that is as reliable as a utility, one with common operating environments whose dependability and security allow government workers to deliver the services people need.

An Action Plan to Modernize IT

Making IT as reliable as a utility has two main stages. The first is relocating to a modern data center so it can serve as the new hub for network-based computing. Agencies can then focus on using technology—instead of managing technology—to do their jobs. They can take for granted the computing environment, like they do electricity. Only then can the second stage take place: consolidating the computing infrastructure to form a computing utility to support state agencies.

A reliable and professionally managed computing infrastructure is one that safeguards critical systems, streamlines computer operations, promotes interoperability and uses data processing resources efficiently. Building this infrastructure involves the following four actions.

1. Acquire a new data center and simplify computer operating platforms.

The acquisition of a new state data center is now part of CCOP, giving the state a better overall value for both initiatives. Combining the two projects also will lessen the impact of the economic downturn on funds available for telecommunications and avoid giving an advantage to any of the vendors who are competing for both projects.

GTA expects to sign a contract with a vendor for CCOP by the end of 2002. At that time, the state will purchase and take ownership of the data center, which will be financed through a bond package approved by the Georgia General Assembly.

The data center provides support for more than 125 state systems, including personnel, payroll, purchasing, invoice payments, billing and revenue collections for 76 agencies. Additionally, it supports critical systems such as law enforcement, child support payments, temporary assistance for needy families and payments to retirees.

2. Create a modern management system for data processing operations.

We must establish resource management practices that allow us to account for actual resource use by agency, enabling agencies to plan and manage their budgets and data processing resources more effectively. The management system also includes measuring effectiveness and efficiency to identify opportunities for improvement. A modern management system will also result in more accurate and competitive rates for agencies using data center services.

From Dumb Terminals and Few Users...

Georgia's computer services today are the legacy of an earlier time and have evolved as needs dictated, without benefit of a master plan.

The state's data center, for example, was built more than 30 years ago, at a time when the sole purpose of computing was to gather information and make it available to executive management. State workers used computing devices known throughout the IT industry as "dumb terminals." The state worker only entered data, and the computer was not thought of as a tool to improve worker productivity or effectiveness.

State agency executives used the data entered by front-line workers to get a big-picture view of their operations. Probably fewer than 100 people in state government used the data processing service, and to no one's surprise, the system did not support decision making or provide tools for analysis. The computers were as big as small houses and ran so hot with their many tubes and switches that special data centers had to be constructed just to handle the air cooling needed to keep the machines from blowing up. It only made sense to keep these computers in a central environment where the few who knew how to keep them running could toil away in freezing rooms, continually fixing bugs and literally putting out fires.

...to "Smart Workers" and Work Teams

Over the past 25 years, the computing environment has changed dramatically. With the advent of the IBM-based "personal computer" (PC), computing became an essential tool not only for large-scale number crunching but for word processing,

spreadsheets, presentation graphics and other personal productivity functions. In fact, "office applications" literally changed how people work. The dumb terminal sitting in front of data entry workers was replaced in



large numbers by PCs that made "smart workers." The number of computer users throughout state government grew from 100 to tens of thousands. Most state employees, like employees in the private sector, now depend on a PC for personal productivity.

On the heels of the PC revolution was the advent of the local area network (LAN), another revolutionary tool. The LAN allowed PCs in the same office to be strung together so work teams could share documents, spreadsheets and other work products that they generated on their PCs. While PCs empowered individuals, LANs empowered teams. By connecting computers on the LAN, e-mail and electronic messaging became possible, thereby connecting ever larger teams of workers and further increasing productivity.

Keeping Pace Requires a Coordinated Approach

Finally, the LAN allowed new types of business applications to be developed. They were known as "client-server" applications because they ran on LAN servers connected to "client" PCs. These new client-server applications were built on LANs instead of big mainframe computers, the number-crunching workhorses still located in the data centers.

Meanwhile, agencies developed large IT staffs to run their increasingly complex PC/LAN environments. Although the IT staffs were close to the business operations of their respective agencies, they often worked in isolation from each other without regard to common needs and standardization of operating systems, databases and e-mail systems. The lack of standardization made it difficult for agencies to collaborate and share information. It also led to problems with system dependability, reliability and security.

The situation was analogous to the days before communities built a single water system to serve everyone. Farmers relied on their own wells, and the amount of available water and its quality varied greatly from one farm to the next. Similarly, the widely distributed computing environments that evolved around individual agency LANs were not as efficient or useful as they could be.

3. Create an IT disaster recovery and security plan for business continuity.

The more agencies rely on computing and the more accessible we make information in the pursuit of better service, the more risk there is that damage can impede delivery of government services. Damage can be caused by nature, power failure due to a storm, for example, or it can be caused by malicious intent of hackers or information thieves. To ensure continuous operations and a recoverable environment, we must protect security and redundancy in information system operations in the data center and in state agencies.

A partnership between the Georgia Emergency Management Agency (GEMA) and GTA is identifying and setting priorities for computer processes that must be restored in the event of a natural disaster or terrorism. It involves establishing time frames for the recovery of essential public safety and health systems.

4. Establish standards to promote collaboration and interoperability.

E-mail is a good example of how Georgia's current computing environment evolved. Each agency chose its own e-mail systems, each with unique naming conventions, security environment, software and technology platforms. Disparate systems complicate communication between citizens and state agencies and among the agencies themselves.

Established standards and architecture will make it easier for people to contact agencies and for agencies to share information with each other. Making systems compatible also will reduce operating costs.

Bringing Information Age Benefits to Georgia

We are now in an age of network-based computing. Instead of small LAN servers, mainframe-like servers can power multi-user computing environments across agencies or even communities and the nation. The Internet and World Wide Web have replaced LANs with world-wide networks, and small client-server applications can be linked so workers can be more efficient and effective than ever before. While these new networks, like the one CCOP will deliver to Georgia, make it possible to access information and services in innovative ways, through the state government portal, for example, they also create a new dependency on the computing infrastructure.

This is the right time to radically modernize Georgia's computing infrastructure to take advantage of today's new computing capability and realize the Governor's ultimate goal of providing better services for Georgians.



INITIATIVE 4

Assure Privacy and Security: Government as a Trusted Partner

For the state to move to the government model that the Governor envisions, it is essential that the state be a trusted and secure custodian of citizens' private information and a secure operator of automated transactions. The first step in creating this relationship of trust will be for elected and appointed leaders throughout government to establish privacy policies addressing information management. In its leadership role, GTA will work with every agency to create clear rules for deciding who gets access to computerized systems and to ensure they are understood by agency employees.

Second, it will be necessary for GTA to promulgate standards and procedures for agencies to assure compliance with privacy policies by state workers and also to protect against unauthorized access to citizen information by external entities that are not entitled to that information. This can be accomplished through training to promote policy and procedure compliance, implementation of security software and hardware to prevent unauthorized access to information and by vigilant identification and prosecution of those who bypass security procedures and protections.

Finally, it will be necessary for agencies to assure that security policies and procedures are implemented in their agencies. All of these security measures must be enacted while still assuring a transparent operation of government. There is no more important endeavor than pursuing the goals of privacy and security.

The HOPE Scholarship Case

The importance of security became clear during a recent incident of unauthorized access to a database containing confidential information about HOPE scholarship students. In this case, sensitive information about scholarship students, including their Social Security numbers and scholarship values, was placed on the Internet through a database operated by the Georgia Student Finance Commission (GSFC). GTA helped GSFC get back online securely and conducted a thorough investigation, recommending measures to prevent a recurrence and strengthen security throughout GSFC's information systems.

Centralizing Security

The unplanned and sometimes haphazard way in which state agencies have developed their individual computer systems in the past can hinder security. Our ability to address the security issue is hampered when all agencies are in the business of both administering their own programs and running their own computer systems at the same time.

Computer security is a centralized responsibility. Under a centralized system, agencies will not be responsible for the state computer system's overall security even though they use the system. Agencies will be responsible for application level security, because it is specific to the business of their organization. The responsibility for installing firewalls or Internet protection correctly is the same regardless of the agency. Therefore, those functions should be centralized and not left to individual agencies.

A Concerted Approach to Safeguarding our Information

We must also be sensitive to how the public regards certain types of information. We know the public is very concerned about the release of Social Security numbers. IT professionals know that these exist in countless databases and are fairly accessible to anyone with electronic sophistication and access to technology. Nevertheless, protection of Social Security numbers is a high priority for our constituents, so it must be with us as well.



Setting priorities for information and transactions becomes the responsibility of the agencies. The role of GTA is to train agency employees in how to be sensitive to security issues. Then GTA must follow up by providing the protections in both technology and process that the agencies need to have.

The Human Factors in Managing Security

State government is providing considerably more information, service, access and convenience to constituents with the portal. How do we minimize risk while maintaining access? The answer is education and training.



The increased access to information that we give to government workers places an increased responsibility upon them to be good stewards of the public trust. Secure hardware and software will take us only so far. The software that the worker is using cannot tell why she is looking up a particular person or incident.

So it becomes management's responsibility to ensure that their employees are conforming to regulations and expected behavior.

When we give a worker the ability to print paychecks, she must understand that there are only certain times that she may print them and that she must follow proper procedures in doing so. When we give a state information worker the ability to look up criminal histories, he must understand that he may only do that to support an ongoing investigation. He may not do it out of personal curiosity about a co-worker or neighbor.

Security and Common Sense in the IT Neighborhood

As a modern telecommunications infrastructure is deployed in Georgia, more state agencies will serve people through it and more constituents will have access to more types of information.

Georgia's IT security plan uses the latest technology: firewalls, software, hardware and access control. But security is not just about technology. It is also a human issue. It is about user training and common sense.



Security in the IT neighborhood is not so different from security in a residential neighborhood. If we really wanted, we could probably make city streets crime free and completely safe by putting cameras on every street, enforcing curfews on citizens and arresting those who left home when they were not expected to do so. We wouldn't have to worry about muggings or street crime.

But how many of us would want to put up with those conditions? As we have seen recently in our nation's airports, Americans will willingly put up with some inconvenience in return for improved security. However, one of the basic tenets of American society has always been that, while it is important to be safe, it is equally important to be free. While this idea has been the subject of even more debate since September 11, the equation balancing security and freedom is likely to be a mainstay of the American system of government—and the IT neighborhood.

It is essential that the state maintain its position as a trusted custodian of citizens' private information. Effective security is the way we earn that trust.

In addition to serving as a Superior Court Judge in Douglas County, David Emerson is also chairman of the Courts Automation Commission. He speaks about the need to integrate data from all parts of Georgia's criminal justice system.



"Courts are just one part of the criminal justice picture," says Judge Emerson. "They create the data that results in the disposition of cases. I would like to see the data from the courts and criminal justice agencies integrated. There should be a flow of information from the sheriff's office, court clerk, corrections, parole board and the national crime statistics organizations.

"It's clear this would serve the public because in the long run it will save money," he continues. "The same information is entered over and over again in the criminal justice field because the databases are not shared. If we are interested in being efficient and moving forward, we will have to integrate our information."

Ronald K. Johnson is director of driver services for the Department of Motor Vehicle Safety. With state government for



22 years, Mr. Johnson has seen many changes in producing driver's licenses—from typed carbon forms and a 45-day wait in the 1970s to computers and the instant printing of license cards in 1995.

"Now, we are moving to the Internet—renewals online and renewals by mail. The only reason we can consider these options is because we have a database.... Because of security and the system we put in place in 1996, we are in a very good position to use the Internet and other technologies."

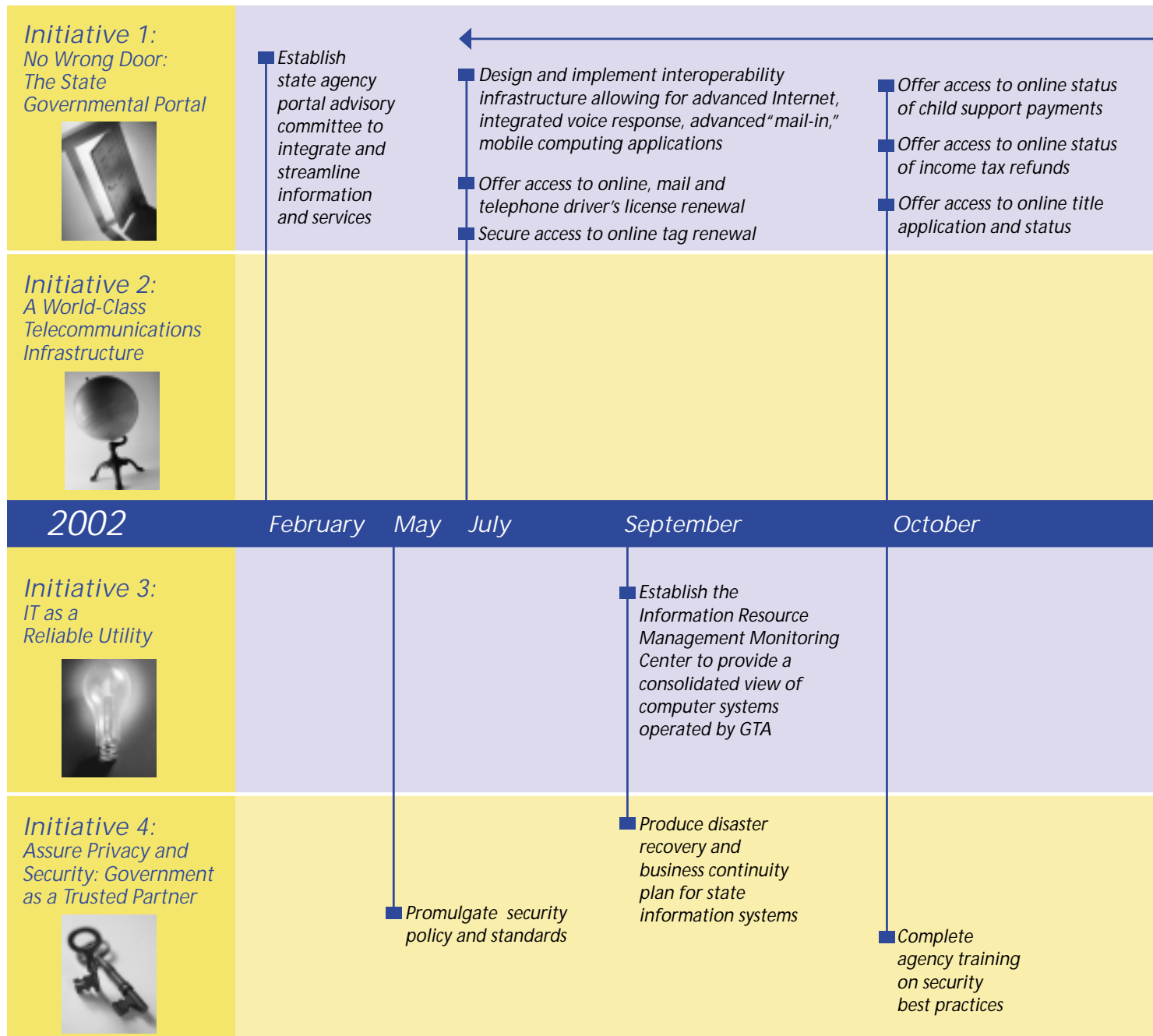
Tangible Outcomes

Georgia's history is rich with examples of visionary leadership. In every arena—social, cultural, entrepreneurial and technical—visionary leaders have embraced change. The final section in this plan highlights several historic decisions and events that set the state on course for a progressive future. In that tradition, Gov. Barnes has challenged us once again to transform our state and make Georgia a leader in using technology to help citizens connect with their government.

As we have shown in this plan, we intend to meet the challenge through four specific initiatives: building a useful state government portal; creating a world-class telecommunications infrastructure that serves all Georgia communities; modernizing the state's computing environment; and assuring privacy and security.

What will meeting the challenge mean to the state?

• Georgians will have a more responsive state government, accessible for information and services when they wish, where they wish, 24 hours a day, 7 days a week. When they are seeking anything from a driver's license to a camping reservation in a state park, they will be able to carry out the transaction when and how they prefer.

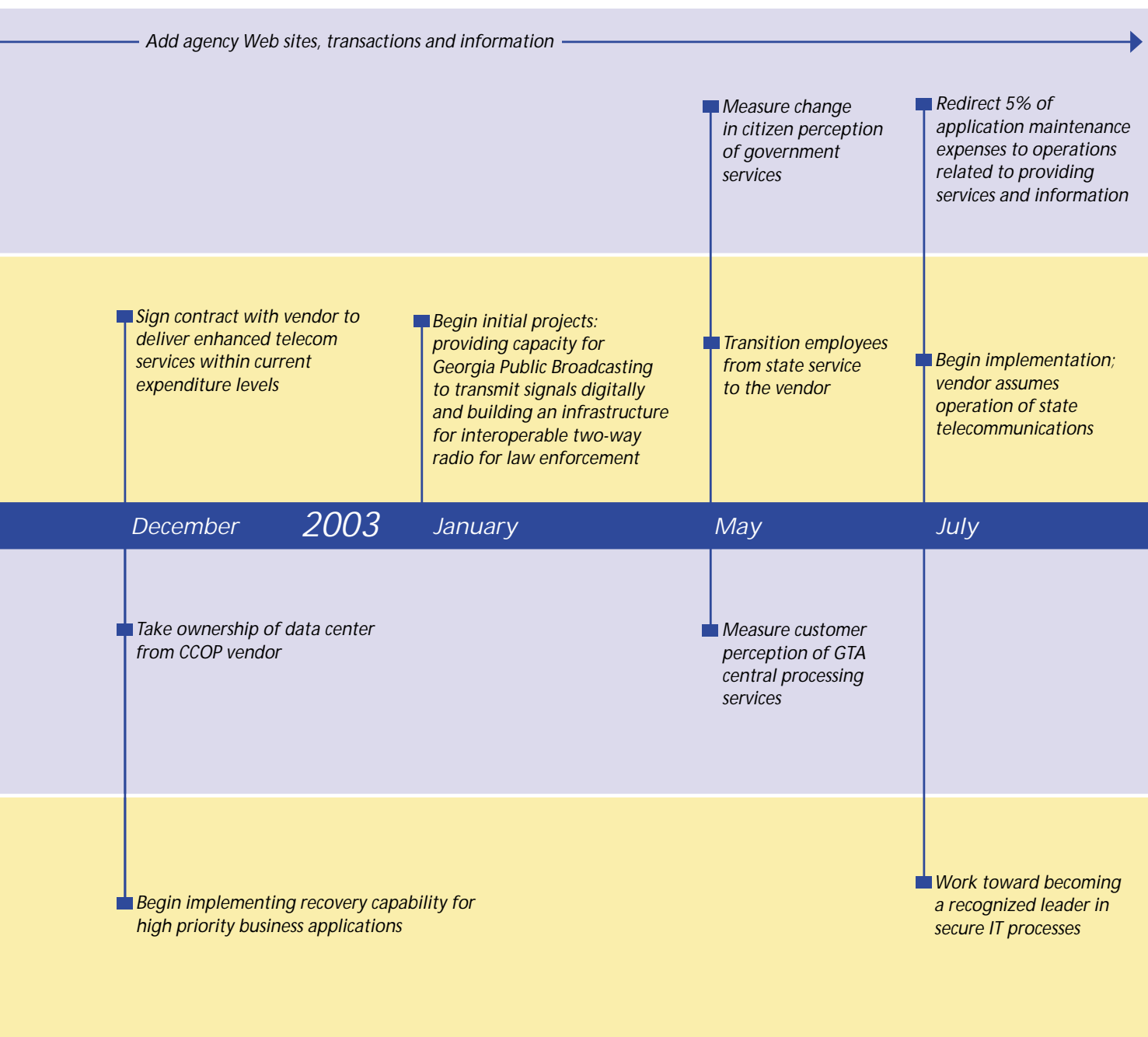


•Georgians will gain a modern telecommunications infrastructure in their own rural, coastal and mountain neighborhoods equal to that of Atlanta or any other major city, bringing potential for economic development. As we have noted, this “wiring” of Georgia will be economically comparable to the coming of electricity and air conditioning to the South after WWII. Like air conditioning, telecommunications access will make industry “comfortable” in any area of Georgia.

•Georgians will be certain that their state computing environment is secure, trustworthy and reliable. We will strike a balance between open government and individual privacy, while strengthening our ability to maintain services during a disaster.

As we have shown in this plan, we intend to meet the challenge through four specific initiatives—building a useful state government portal; creating a world-class telecommunications infrastructure that serves all Georgia communities; modernizing the state’s computing environment; and assuring privacy and security.

The time for action is now. Gov. Barnes, in setting out his challenges regarding citizen-centered government, recognized our state’s tradition of leadership and viewed this initiative as part of a long line of leadership actions in Georgia’s history. Expressing his confidence in this state’s capacity for embracing change, he said, “Georgians, as we have always done, will step up to the challenge.”



A Context for Change: Georgia's History of Innovation

The foregoing pages describe what is required to realize the potential and possibilities available to us today. Embracing information technology and moving forward calls for the same bold attitude and innovation with which Georgia has faced challenges throughout its history. In particular, the state's dramatic progress during the second half of the 20th century stands as clear confirmation of Georgia's willingness and ability to shape its future.

A Sense of Identity: Georgia's Defining Moments

It is April 13, 1945, 10:13 a.m., and President Franklin D. Roosevelt is leaving Warm Springs, Georgia, for the last time. As the train carrying his body travels from Warm Springs, where he died, north to Washington, D.C., weeping Georgians line the tracks. Roosevelt had presided over so many defining moments for Depression-era and wartime America that people felt a kinship with him.



President Roosevelt spent a great deal of time in Georgia. He liked to call it "an unfinished state." He meant that it had been a state with promise, whose progress had been essentially halted by the Civil War. Since FDR's day, however, Georgia has fairly blossomed with definition. More than some neighboring states, Georgia has fashioned opportunities for growth and benefited from the leadership of men and women who were able to see beyond the present moment.

Georgia at World War II

Would most of us living and working in Georgia today recognize the Georgia of little more than a half-century ago? Not a chance. The differences would astound us.

Georgia's population was about 3 million in 1940, and per capita annual income was less than \$350. Although 1940s



Georgia was still a heavily agricultural state, only three percent of farms and less than half of homes had electricity. Indoor plumbing was a luxury.





The writer Harry Crews, from Bacon County, described the life of poor Georgians of the time in his book, *A Childhood: The Biography of a Place*. "It was a world in which survival depended on raw courage born out of desperation and sustained by lack of alternatives," Crews said.

Post-War Georgia: A Sunbelt Success Story

What had happened during the last half of the 20th century to take Georgia from a sleepy, rural state to the birthplace of a U.S. president and cosmopolitan host to the Olympics?

If luck is really preparation meeting opportunity, as the saying goes, then it could be said that Georgia has been lucky. The circumstances of the latter half of the 20th century combined with the vision of Georgia leaders lifted this Southern state above the others in achieving economic and social progress. Georgia seems to have been blessed during those years with leaders who were well prepared to take advantage of opportunity.

World War II brought prosperity, new technology and new ideas to Georgia. While masses of Georgians went to war,



masses of other Americans came to the state to train for combat. Nearly every major Georgia city housed a military installation. War-production industries, like Bell Aircraft in Marietta and shipbuilding facilities in Savannah and Brunswick, boomed. Farms

grew in size but decreased in number. By the end of the war, Georgia's economy was no longer based primarily on agriculture.

As the wartime economy transformed into a booming peacetime one, Georgians worked in manufacturing, government and wholesale and retail trade.

New technologies improved the quality of life for Georgians—and made it attractive for industries outside Georgia to move here.



Electricity became available to the average Georgian. It also brought comfort to the South in the form of air conditioning. It is no coincidence that the post-war era of air conditioning is the same era in which business relocated here in droves, Southerners stopped leaving the region and non-Southerners started moving in.



Georgia's focus on its transportation infrastructure also contributed to the state's success, from its days as a railroad hub to its burgeoning highway system and international airport. During the last 50 years, communications and technology infrastructure helped fuel Georgia's ascendancy in both economic well-being and national profile. Almost before we knew it, Georgia's economy and world view have been transformed from post-war industrial to 21st century information-based.



Georgia at the New Millennium

Every Georgian is indebted to our state's visionary leaders in government, business and community life. Our jobs, our homes, our knowledge, our quality of life and leisure are directly related to the actions they took. And although Georgia may no longer be an "unfinished state," there are still improvements to be made and defining moments to be met.

Georgia's history stands as the prelude to the challenge articulated by Gov. Barnes: He notes that over the last decade our economy has undergone a radical transformation, with new organizational models defining our corporations, new ways for businesses to interact with their customers and suppliers, and many other changes in the private sector brought about by the advent of increasingly transformative technologies.

Changes in the private sector point to new opportunities for government services. These opportunities to improve nearly every government process are shaped by dynamic new information technologies. New technologies enable state agencies to move away from requiring citizens to conform to their organizational needs and move toward a model based on customization, where government programs are flexible enough to meet the needs of individuals and businesses. When interacting with government, people should have greater choice, and they should have greater confidence in the effectiveness and security of government programs.

Through this document, we have sought to define the challenge and set forth the concrete direction for today's leaders to use technology for opening the doors to government and making it more responsive to individuals, businesses and communities. We close with the words of the Council for Excellence in Government: "Leaders in the public and private sectors must, together, seize this opportunity to take the bold, decisive actions to make electronic government a reality. The people are ready. We can do this, together."

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